

~~CONFIDENTIAL~~
(CLASSIFICATION)Executive Registry
64-447

OFFICE OF THE DIRECTOR

Action Memorandum No. A-349Date 20 January 1964TO : Director of Training
VIA : Deputy Director/Support

SUBJECT : Briefings

REFERENCE:

1. The DDCI is quite concerned at the quality of some of the briefings being given by Agency personnel, particularly some of the higher graded personnel, and has commented to the DCI that while he was at NORAD he had required all personnel to take a public speaking course. He noted that the course given there was for a total of 16 hours, and had classes of 10-12 people. The course involved all facets of public speaking beginning with development of a theme, rough outline, preparation of notes, preparation of a finished talk, and presentation.

2. Would you check with [redacted] and see what considerations you would make for handling the senior CIA echelon. I would imagine that for planning purposes there would be about 30 who should take this course.

/ (signed) Lyman B. Kirkpatrick

Lyman B. Kirkpatrick
Executive Director

LBK:drm

Distribution:

Original and 1 - Addressee

① - ER; 1 - ExDir

SUSPENSE DATE:

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15 January 1964

MEMORANDUM FOR: Executive Director

LBK

1. I happened to mention to the Director that while Chief of Staff, NORAD, I had hired a fully qualified public speaking professor for the Headquarters and had required all of my senior staff to take a course in public speaking. This was mandatory, regardless of the officer's current capabilities. The course was conducted for two hours, once a week, and lasted eight weeks, for a total of sixteen hours. Classes were small, of about ten or twelve people, so that toward the end during the two-hour period each of the students could give a ten-minute presentation.

2. The course involved all facets of public speaking, beginning with development of a theme, rough outline, preparation of notes, preparation of a finished talk, reduction to speaking notes, and presentation. The idea was to develop the product you were to sell and then to sell it. The presentation part involved standing on your feet, avoiding inept mannerisms, and all of the various tricks of the trade which a good and convincing speaker must acquire.

3. We already have some very competent briefers and speakers, none of which, however, would suffer by attending a refresher course somewhat along the foregoing lines. We also have our fair share of relatively inadequate briefers and speakers, and at the top level, whose image could be tremendously improved by such a course.

4. The Director thought well of the idea and I would appreciate your views and perhaps, if you think it appropriate,

General Carter:

In connection with your memo to Mr. Kirkpatrick re public speaking, you may wish to read the paperclipped portion of the Training Bulletin.

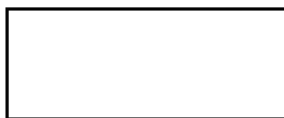
The course mentioned runs for six weeks, four hours a week; Mr. [] is 25X1 enrolled in the course which started 6 Jan, running thru 12 Feb. Next one starts 17 Feb-25 Mar. They continue this way all year, with perhaps a less frequent schedule during summer months.

In view of this, Mr. [] suggested you might want to consider having Mr. Kirkpatrick work on a plan to attract more students to the course.

Barbara (16 Jan)

- 2 -

a consensus obtained by you of whether or not such a project would be of value to the Agency and should be initiated. If affirmative, it must have top-level backing. You might also consider including an abbreviated course in the Midcareer Training Program.



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Marshall S. Carter
Lieutenant General, USA
Deputy Director

See Barbara's note below -

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OPTIONAL FORM NO. 10

Approved For Release 2002/09/04 : CIA-RDP80B01676R000200030055-9

UNITED STATES GOVERNMENT

Memorandum

TO : Executive Director

DATE: 10 March 1964

FROM :

SUBJECT: Briefing Training for Senior Officers

1. OTR has already contracted with [] to give a course starting 30 March, meeting on Monday and Wednesday between 9:30 and 11:30 a.m. for a total of 24 hours.

2. The only problem now is whether the candidates will be selected by the various Directorates or whether General Carter and you will participate in the selection of the candidates.

[] Should make a list of those who have important briefing tasks and advise DDO. []

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66-1416

²⁵
~~28~~ February 1964

MEMORANDUM FOR THE RECORD

SUBJECT: Briefing Training

1. This is to record a telephone call from [redacted] in OTR concerning current plans for the senior briefing course. [redacted] advised me that they had again been in contact with [redacted] and he will be able to make himself available for a six-week course starting 30 March, meeting on Monday and Wednesday between 9:30 and 11:30 A.M. (instruction to be given in Headquarters building).

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2. [redacted] said that he had been in contact with the senior training officers of the various directorates [redacted] and, in the absence of [redacted] in order to obtain an informal reading on prospective candidates if this course were to be given during this period. [redacted] stated that he suggested course participants be GS-15's and above and requested their nominees by close of business Friday, 28 February. OTR desires to negotiate a contract with [redacted] confirming this course sometime during the week of 2-6 March.

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3. I advised [redacted] that his action may be a bit premature in that Mr. Kirkpatrick and General Carter may desire to discuss this subject at the Executive Committee meeting and personally select the participants for this first course or request the Deputy Directors to personally select the participants. I advised [redacted] that I would discuss this with Mr. Kirkpatrick at the first opportunity and advise him Mr. Kirkpatrick's desires.

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[redacted]
Assistant to the Director

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64-447/2

6 February 1964

MEMORANDUM FOR THE RECORD

SUBJECT : Agency Briefing Program

REFERENCE: (a) Action Memorandum A-349 dated
20 January 1964, same subject
(b) OTR Memorandum dated 27 January 1964,
same subject

1. In response to the DD/S request for a quick policy decision on OTR's proposal (reference (b) to commence a briefing training program for senior Agency officials on 17 February, I discussed this subject with [] with the following results:

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a. I suggested that [] determine General Carter's desires in putting through a rush call for candidates and launching this program with [] on 17 February. [] discussed this with General Carter and advised me that as we had previously agreed, time was too short to get the project off the ground by 17 February. I so advised the DD/S by telephone on 4 February.

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b. I then contacted Mr. [] on the afternoon of 4 February, briefing him on our decision not to commence the program on 17 February and suggested that they proceed with planning for a program subject to subsequent schedule approvals. I left a copy of the memorandum for the Executive Committee on the Agency Briefing Program (ER 63-4754 dated 11 June 1963), pointing out that to my knowledge the Executive Committee had not discussed this, but that this paper may be helpful in working out a program.

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2. On the morning of 5 February, I received a call from Mr. [] (OTR Plans Staff) to advise me that he had

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received word from the DD/S that we did not desire to launch this program on the 17th of February. [] advised he was calling at Mr. Baird's request because he did not want to leave the impression that OTR was completely inflexible on this, and that although

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[] would not be available until July, they could make other arrangements should we so desire. I informed [] that we would probably want [] for the more senior officials (General Carter had indicated to [] that some of the people he had in mind for training in this area are among the top echelon). However, I encouraged OTR to proceed with alternate planning for a course without [] in hopes that we may be able to schedule the less senior people into this training before []

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[] becomes available. I also told [] I would send him a copy of the 11 June memo on this subject to assist in planning the briefing course. [] then advised me that they would proceed and send us alternate proposals which will enable us to start this program prior to [] availability.

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[]

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Assistant to the Director

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DD/5 64-0563

Executive Registry

64-447/1

27 January 1964

MEMORANDUM FOR: Executive Director

THROUGH : Deputy Director (Support) *AWW* 1 FEB 1964

SUBJECT : Briefings

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1. The briefing training described in your 20 January Action Memorandum, A-349, can now be provided by [] only within the framework of his current Agency Contract. Because of his commitments to the University and to other government agencies, he is unable to give additional time to this Agency until July.

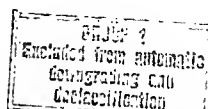
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2. [] is scheduled to begin an Agency course in "Effective Speaking" on 17 February. Enrollment in that course can be limited to senior CIA personnel, and the content can be tailored to meet the requirements of those who are enrolled. The class meets from 0930 to 1130 on Mondays and Wednesdays for a period of six weeks, a total of 24 hours of in-class training; assigned preparation is done outside of class hours. The course can be given in Headquarters Building.

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3. After the completion of the 17 February course, [] will not be available until the close of the University term in June. Arrangements can be made for him to give additional courses for senior CIA personnel either during the summer or in the fall.

4. Enrollment in the 17 February course should be limited to 10 students. These students should be identified by competent authority and should be committed to the full course.

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Subject: Briefings

5. If this proposal is satisfactory, the Office of Training will go ahead with plans to limit the 17 February course to senior CIA personnel, and [redacted] will redesign the content of the course to meet the requirements.

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MATTHEW BAIRD
Director of Training

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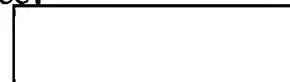
Distribution:

Orig & 1 - Addressee
1 - DD/S
4 - OTR

1st Ind.

TO: Executive Director-Comptroller

I endorse the idea of this brief course for selected senior personnel, particularly those engaged in briefing non-CIA personnel. Please note that we need a policy decision almost immediately as to whether to reserve the course, which will begin on 17 February, for specially selected senior personnel. I assume that the Office of the Director, in conjunction with the Deputies, would select personnel to attend and would ensure that they are made available for the full course. Request early advice.



LKW

1 FEB 1964

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63-4754

MEMORANDUM FOR: Executive Committee

11 JUN 1963

SUBJECT : Agency Briefing Program

1. This memorandum contains general considerations designed to serve as background material for discussion by the Executive Committee on the subject of how to obtain professionalism in briefing presentations made by all levels of agency personnel. It is our desire to outline a course of action which will result in certain standardization and hopefully vast improvement in this important area of communications. The purpose is twofold: to better serve the Director, DDCI, and other Senior non-agency Government officials; and to insure that the Agency imparts the best possible image in its external presentations to Congress, other Federal agencies, Department of Defense, foreign liaison services, and the public.

2. Before pointing out areas for possible action, it is appropriate that we first clearly define the subject. This can be best done by categorizing the briefings by: (1) audience, (2) purpose and subject matter, (3) organizational element and/or individual most logically assigned briefing responsibilities in consideration of (1) and (2).

A. Senior U.S. Officials (Political): The President, White House Staff, National Security Council, the President's Foreign Intelligence Advisory Board, Congress. Briefings to the aforementioned audience cover the entire spectrum of the operations and management of the agency (general intelligence round-ups, specific area and country programs, and major areas of clandestine activity; administration, organization, and management of the agency). It is assumed that briefings for these audiences on the aforementioned subjects will be generally given by the DCI, the DDCI, and the Executive Director jointly with the Deputy Director concerned. It is also assumed that, when appropriate, a Division Chief would be called up to present technical and/or substantive briefings to the aforementioned groups.

B. Senior U. S. Officials (Professional): Ambassadors and Senior Military Commanders. Briefings to these senior officials are coordinated and given by Mr. Chretien on the general mission and functions of the agency. When appropriate, the DD/P and/or his division chief present briefings regarding agency personnel,

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programs, and operations in the country concerned. The DDI/OCI representative may, on occasion, present special briefings on political and economic matters of particular importance.

C. "Junior" U.S. Official VIP's: AID Chiefs, MAG Chiefs, DCM's, Senior Attaches, and Military Commanders. Responsibility for administering these briefings rests with DDI/OCR and they primarily concern substantive intelligence material.

D. Senior Foreign Officials (Political): Presidents, Ministers, Foreign Ministers, Defense Secretaries, etc. Although these briefings are administered by the O/DCI and/or the DD/P, they are primarily concerned with substantive intelligence briefings by the DDI/OCI.

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F. U. S. Government Institutions: Military Staff Colleges, Foreign Service Institute, Intelligence Schools, Advanced Career Courses, etc. Agency personnel participate as guest lecturers on the organization and functions of the agency. This program is coordinated by OTR, who has action responsibility on all invitations to speak at government schools. OTR is now in the process of compiling a register of outstanding speakers in the various components of the agency and has generally been able to meet the demand with top-notch speakers. However, there are still areas for improvement in that the Deputy Directors should insure that we put our best foot forward at such appearances, and that they should provide their best speakers for these affairs. This is an area where we can come up with one or two outstanding speakers from each major component.

G. Universities and Colleges: Unclassified addresses on the agency organization, mission and functions which are designed to

assist in our personnel procurement program.

H. Internal Agency briefings for the DCI, DDCI, Executive Director and Executive Committee (including briefings given to the DCI's Senior Staff Meetings):

1) Chief, DDI/OCI provides substantive intelligence round-ups on any area and is assisted by the OCI desk officer for specific substantive country briefings.

2) The DD/P and the area Division Chiefs concerned present summary briefings on significant meetings, conferences, symposiums (i. e. [redacted] conferences).

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3) The DD/P and the DD/R, assisted by the area and branch chiefs concerned, present briefings on area and country programs as well as specific projects. These briefings should be contrasted with a substantive intelligence briefing by OCI representatives in that the DD/P briefings are more by the way of "sensing things to come" as they may be affected by coups and military action which would have significant changes in the operational climate.

3. Paragraphs 4 through 6 below outline detailed recommendations for action in three areas (1) For action by the Deputy Directors--identify and categorize briefing officers; (2) For action by the Deputy Directors and Office of Training--reinstate the Intelligence Briefing course and program selected senior personnel through said course on a continuing basis; (3) For action by the Office of the Director and Deputy Directors--institute check list developed by Mr. Chretien to supply briefing officers with sufficient information on specific briefings to enable the briefer to prepare his presentation in the most effective manner.

4. Taking into account the foregoing considerations of the audience, subject, and purpose of briefings, Deputy Directors should be made aware of the problems inherent therein and of the Director's concern over the shortcomings and inadequacies in the way many of these briefings are now handled. In many cases briefings are presented on an ad hoc basis by individuals lacking verbal facility who have not had the opportunity for professional advice on the strict mechanics of briefing techniques, and who may lack experience in giving formal briefings before being put on the spot at a high-level briefing. The Deputy Directors should make a concerted effort to identify individuals under their jurisdiction who fall into the following

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categories:

A. Category I. Senior individuals down to branch and desk chief level who are known to the Deputy Director concerned to have outstanding competence as briefers and who have repeatedly demonstrated their ability in this field. In this category include individuals who can speak on the general organization and functions of the major components and, where appropriate, indicate areas of substantive and/or technical expertise. In fulfilling briefing requirements outlined in paragraph 2 above, this category of officers should be the first ones called upon.

B. Category II. Key individuals down to branch chief level, who because of their substantive or technical expertise are frequently called upon for specific briefings. There are many individuals in this group who are potentially excellent briefers but presently lack the experience and training in briefing techniques. The Intelligence Briefing course (see paragraph 5 below) should be made mandatory for this group. It should be the responsibility of the senior training officer in each Deputy Directorate to schedule these individuals into the aforementioned course on a continuing basis.

C. Category III. Individuals occupying key positions who because of their substantive knowledge or expertise in technical subjects are often called upon for briefings, but who simply are not good public speakers and lack the potential for ever becoming experts in this area of endeavor. Though it may be an unpleasant task requiring delicate maneuvering, Deputy Directors should make conscious effort to avoid using these individuals as briefing officers in all but the most exceptional cases.

5. It is suggested that the Office of Training's contribution to an improved agency briefing program would be to reinstate a course previously given by OTR on two occasions in October 1960 and February 1961 called "Intelligence Briefing." A brief summary of course content follows.

A. The Intelligence Briefing course consists of instruction in and practice of the basic techniques of intelligence briefing. The methods of instruction are seminar discussion of briefing objectives and problems, preparation and delivery of assigned briefings, and class and instructor critiques of performance. A special instructional technique is the use of sound-film as a critique device.

B. The basic briefing techniques studied and practiced are platform techniques, audience and occasion analysis, substantive

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organization, coherence and clarification devices, design and use of briefing notes, design and use of visual aids, answering questions, and briefing team techniques.

C. Briefing assignments are tailored to the areas of specialization and responsibility of the individual members of the class.

The course as previously administered normally covered a period of four weeks (6 hours a week in two sessions, for a total of 24 hours). It is recommended that this course or a modification thereof would be helpful in dealing with not only the mechanics of briefing techniques, but would afford individuals in Category II (paragraph 4 above) an opportunity to gain the needed experience in actual briefing presentations. OTR indicated they would reinstate this course upon request, but cautioned that in order for the course to do the job we want it to do, OTR must have strong backing from the Deputy Directors to ensure that key individuals needing such training are properly identified per paragraph 4 above and that these individuals are required to take the course regardless of grade, position, or work load.

6. The third and final area for action concerns "briefing the briefers." It not too infrequently happens that a top-notch briefer who is well versed on the substantive material has given a poor performance simply because he was not given proper information on the purpose, audience, and specific items to be covered. As a possible solution to this problem, it is suggested that the senior officers have a member of their immediate staff complete the attached check list which will then be provided to the briefing officer as far in advance as possible.

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Lyman B. Kirkpatrick
Executive Director

1 Attachment

C - O - N - F - I - D - E - N - T - I - A - L

C - O - N - F - I - D - E - N - T - I - A - L

BRIEFING CHECK LIST

Suggested items (not all applicable to all briefings) to be included in the information provided, or sought by, the briefer.

1. Administrative

A. Information Regarding Person or Persons to be Briefed

1. Name of person:
2. Title and Organization:
3. Replacing (name and title):
4. Appointment effective:
5. Accompanied by:
6. Requester (name and phone):
7. Contact (if different from requester):
8. Date agreed on:
9. Time briefing begins and ends:
10. Security clearances:
11. Biography:
12. Has person been briefed by Agency before? When? On What?
13. If briefing large group, numbers in group:
14. From which agency or agencies?
15. How homogeneous is group? Rank, experience, etc.?
16. How sophisticated? In general? As to subject matter on which they are to be briefed?
17. Are they expected to be hostile, friendly, critical, receptive?

B. Information Regarding Physical Facilities

1. Where is briefing to be held? Reservation confirmed?
2. Security of room:
3. Neatness of room:
4. Preparation of room for briefing (appropriate and legible visual aids, maps, etc., set up):

C. Amenities

1. Transportation Arrangements (Who provides? How? Return Arrangements?):
2. Escort arrangements for entry into building and movement within:
3. Coffee Break?

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4. Luncheon?
5. Protocol Visit with senior Agency officials?

D. Planning of Briefing

1. What subjects should be covered?
2. What components should cover them?
3. How much time for each component?
4. Order of presentations?
5. Which persons are allowed to remain for part and which for all of the briefing?
6. Monitor or chairman for briefing to cut off speakers at appropriate times and introduce next speaker:
7. Names of briefers designated by components:
8. Reproduction and dissemination of program:

II. Scope and Content of Briefing

Guidance as to scope and content of substantive, operational and technical briefings should be provided to the briefers by officials of the responsible components. Factors to consider:

- What the person to be briefed wants.
- What he needs to know.
- What a person in his position generally gets.
- What his predecessor got.
- What he is not entitled to know.

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CONFIDENTIAL

64-2127

24 March 1964

MEMORANDUM FOR: Addressees as Listed

SUBJECT : Special Briefing Course

You have been selected to attend the first running of a special briefing course, "Briefing Techniques," to be given by [redacted]

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This briefing course will be given each Monday and Wednesday from 0930-1130 in the Headquarters Building (on Mondays in Room 1D35 and on Wednesdays in Room GA13). The course has been arranged at the specific direction of the Deputy Director of Central Intelligence, who wishes to insure that all Agency briefings are of the highest caliber. The fact that you have been selected to attend the course should not be construed in any way as reflecting upon your present briefing ability, but the Agency feels that all of us could benefit by the assistance that can be rendered by [redacted] who is considered to be tops in his field.

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The above-mentioned course will begin on Monday, 30 March, and will continue each Monday and Wednesday for a period of six weeks.

/s/
Lyman B. Kirkpatrick
Acting Director

Attachment
List of Addressees

LBK:drm

Distribution:

O&5 - Addressees
1 - D/TR

① - ER
1 - ExDir

GROUP 1
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USE ONLY☒ CONFIDENTIAL☐ SECRET

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

Director of Training

EXTENSION

NO.

DATE

27 January 1964

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TO: (Officer designation, room number, and building)

DATE

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

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DDS

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FORWARDED

1 FEB 1964

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Ex. Dir.

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Ple note DOL's
endorsement.
From whom do we
get the policy
decision?
RM

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